

#1 Project Design

Cliveden of the National Trust is proposing *Building Bridges, Linking Lives: Celebrating the Germantown Community*, a community-wide series of programs, exhibitions and public events to celebrate the 100th anniversary of Philadelphia's landmark Walnut Lane Bridge in 2008. Beginning in 1906, a diverse workforce of largely local residents worked for nearly three years to build the Walnut Lane Bridge, at the time the largest concrete span in the world. The bridge was celebrated for its beauty and its practical usefulness, and forged links between the communities in profound ways and spurred economic local growth during the 20th century.

The overall goal of the celebration will be to draw attention to the historic and cultural resources of the area, and open a civic dialogue about the role of art, history, and culture in fostering a sense of community identity. The objectives of this project are:

- to use the centennial of the Walnut Lane Bridge as a platform from which to organize a series of new exhibitions and programs related to this bridge, other bridges of northwestern Philadelphia, and their overarching effect on the Germantown community;
- to use the project to highlight Germantown's historic sites and their core preservation work, exhibitions and education programs;
- to make use of historic collections (many that have never been shown to the public) for exhibitions and community programs related to the history and impact of the construction of the Walnut Lane Bridge and other bridges in Germantown;
- and to forge and promote new and ongoing community partnerships, including a cleanup as a legacy project, by organizing volunteer "Bridge Brigades" with participation by partner sites and organizations to continue the project beyond the life of the exhibitions and related programs.

As envisioned by Cliveden, this project will consist of a series of exhibitions and programs beginning in spring 2008 and running through spring 2009, involving historic houses, museums, and other non-profits in the Germantown section of northwest Philadelphia. The Cliveden component of the project will consist of an exhibit installation in the Carriage House visitor center showcasing seventy never-before-seen historic lantern-slide images of the construction of the bridge. These slides, conserved with the financial assistance of local residents, show a lost landscape of Philadelphia's past, with construction workers in bib overalls and slouch hats posing with their shovels and pickaxes hundreds of feet above the Wissahickon Creek. The outdoor component of the Cliveden exhibition will render the shape of the bridge in the landscape, using plantings and other design features, to give a sense of scale which cannot be easily conveyed in a modern urban environment.

Partners have been identified to participate in the project, either by developing or assisting with independent events or exhibitions or by assisting with the creation of community "Bridge Brigades." They include:

- Member sites of the house museum consortium Historic Germantown Preserved. Suggested programming includes
 - walking tours of the Wissahickon Valley staged from Historic RittenhouseTown to explore the Bridge structure from below and learn of the people who built it
 - summer camp programs based at Stenton including the history and physics of bridge building
 - lectures, history forums, and slide presentations about early 20th century Philadelphia, the engineers and architects (including their relatives and local

experts), and the bridges of the Northwest (including a historic covered bridge and an artistic “finger span” bridge)

- City institutions, including the Fairmount Park Commission, City Archives, the Philadelphia Historical Commission, and the Athenaeum of Philadelphia will contribute speakers and access to collections, including the original architectural drawings for the project.
- Villanova University and the Hurford Humanities Center of Haverford College will provide research interns – a Hurford Center intern was responsible for the original project research which identified the available resources.
- Lower Merion High School, the Wissahickon Charter School, and community organizations such as the Friends of the Wissahickon, the 21st Ward District Council, and the Blue Bell Hill Civic Association will spur the creation of neighborhood-based commemorative events and help create the legacy ‘Bridge Brigade’ cleanup teams.

We believe this project can serve as a model for how multiple sites and organizations can collaborate to not only raise the visibility of each site but also add value collectively to the larger community. Project manager for the overall program of exhibits will be David W. Young, Cliveden Executive Director, who will also manage the Cliveden exhibition with the assistance of Cliveden’s Curator of History and Director of Education. Major adjustments to the project scope are not anticipated although there may be adaptations as partner organizations plan and implement activities that contribute to the overall project calendar.

During the late spring and summer of 2008, an intern from Haverford College’s Hurford Center will conduct project evaluation. Success will be measured in several ways including attendance at exhibitions and programs; participation in group projects and volunteer activities; number of participating groups during the life of the project; estimates of passive encounters (with historic markers, exhibit signage, and related activities such as charity walks) that promote visibility for the project and the community, and positive reflections of the Germantown community in local newspapers and broadcast media.

#2 Grant Program Goals:

Cliveden’s strategic plan, adopted in December 2004, states

“Cliveden sees its future in building a closer relationship with its community and with the NTHP (National Trust for Historic Preservation,) drawing on the strengths and resources of both to provide leadership to save our diverse historic places and revitalize our community. We believe that allying Cliveden more closely with our community is vital to ensure our own long term viability and vitality and we hope to provide a model for the development of community revitalization activities for the NTHP.”

Cliveden has long been a leader in the Philadelphia house museum community. This project, involving not only historic sites but community groups, preservation organizations, civic institutions and others, is key to the development of Cliveden’s role as an effective partner in the revitalization of our Germantown community. In an older community such as Germantown, historic organizations can play an important role. We believe this project helps to demonstrate the value of building new community revitalization strategies around existing historic resources. The proposed exhibitions, discussions and activities connected with the Walnut Lane Bridge Centennial will address significant questions about the place of art and culture in civic life, and encourage our community to consider how a shared cultural landscape can and should promote a

shared responsibility to protect and preserve the resources which define that community. It will help build new relationships with current visitors to Cliveden and the other historic houses, and will help historic sites in Germantown reach new audiences in the region.

#3 How the Project Fits into Strategic Plan and Mission:

This project relates to the primary objectives of the Cliveden strategic plan in three ways. It will provide a vibrant example of leadership in the community by identifying community collaborative partners with whom the responsibilities for planning, promoting, producing and evaluating the project will be shared as Cliveden steps forward to lead this project. The programs and exhibitions that make up the project will demonstrate to the local community and to a broader public the important, diverse heritage of the area. And it will provide exciting examples of preservation action by stimulating community interest in the Walnut Lane Bridge and other historic bridges in Germantown and throughout Philadelphia's Historic Northwest.

Installation of the Cliveden Carriage House exhibition will create a reusable program platform for future content delivery, allowing Cliveden to mine its rich store of archives and artifacts for temporary exhibitions that the current configuration cannot accommodate. An additional investment in institutional capacity will be the partnerships and relationships that are developed over the course of the project, building trust and recognition among the individuals and organizations and individuals who are the key to a successful community revitalization strategy.

Although the Centennial commemoration will end in early 2009, there is one lasting component built into the plan. Volunteer "Bridge Brigades" made up of students, neighbors and groups affiliated with local historic and cultural institutions will take long-term responsibility for litter and graffiti removal. The Bridge Brigades will attune volunteers to the threats facing the landmark structure, and train community leaders in techniques for dealing with city agencies to report concerns about not only the Walnut Lane Bridge but other community landmarks in public hands.

#4 Strategic Plan:

In part, the creation of an expanded mission for Cliveden and need for a new Strategic Plan emerged as a result of a merger with a neighboring house museum property, Upsala. As a result of this opportunity, Cliveden's facilities now include, in addition to the six-acre Cliveden complex, an additional historic building with a small decorative arts collection on a 2 ½ acre site, increasing the institution's physical presence in the community as well as its ability to offer a greater variety of programming.

Initial merger discussions began in 2000. In early 2003 Cliveden commissioned a site master-planning process conducted by the landscape planning firm Olin Partnership and the architectural firm of Atkin Olshin Lawson-Bell, and funded by the Heritage Philadelphia Program of The Pew Charitable Trusts. This plan began to assess and articulate the options for the expanded physical capacity of the site. Simultaneous exploration of possible programming directions for the Cliveden/Upsala property involved, among others, representatives from the National Trust for Historic Preservation; the McNeil Center for Early American Studies; Cliveden's staff and board members; funders, and directors of other local and regional historic sites.

In January 2004 a two-day planning meeting, facilitated by museum consultant Chris Mekal, and comprising some 15 participants representing numerous perspectives, yielded five potential programming models as the starting point for a strategic planning process. The Strategic Planning Committee of the Cliveden board, including members of the Preservation, Heritage Education, Community Revitalization, Finance and Executive Committees, spent the spring and summer months of 2004 crafting a plan that pulled the strongest elements from each of the models to create a vision for the future. The resulting document, approved in December of 2004, charts a dramatically new direction for Cliveden.

As a co-stewardship property of the National Trust for Historic Preservation, (see Text Responses: Mission and History) the Board of Directors of Cliveden contracts with the Trust to operate the museum and is financially responsible for the institution. The National Trust manages a pooled endowment fund for its 28 properties which provides a significant annual income for Cliveden, supplemented by foundation and government grants, generous board support and individual giving. As a component of the strategic plan, the Board approved an additional staff position for development, which was filled in October 2006. The primary objective of the development program will be strengthening the areas of individual giving and foundation support to raise funds needed to put the Next Cliveden mission into place.

#5 Appropriateness of Project for Institution, Audience:

For the Bridge Centennial commemoration, the primary target audience will be the thousands of local residents who are aware of the history of their community, but may not have a strong interest in or connection to any particular historic site. During preliminary planning for the project, residents of the Blue Bell Hill Civic Association, where descendants of the original bridge construction workers still live, indicated a strong interest in programming that will tell the stories of the men who designed, built and in one case died for the Walnut Lane Bridge. A major tourism marketing study for Philadelphia's Historic Northwest in 2001 (excerpts attached) indicated that more recent history should be a focus of Germantown's historic house community rather than primarily focusing on revolutionary and colonial heritage.

Three neighborhoods along Germantown Avenue make up Philadelphia's Historic Northwest section. Germantown, founded in 1683 and incorporated into the city in 1854, is the oldest and closest to Philadelphia's central core, and went through a major population shift in the 1950's. Census records from 2000 show more than 80 % of the population is African-American, with a median age of 33 and a median household income below \$30,000 a year – 20% of Germantown's population is below poverty level. Mt. Airy is 68% African-American, median age of just over 40 and median income of more than \$46,000 a year. And on the city's suburban edge is Chestnut Hill, where about 80% of the community is white and the median household income is over \$60,000 a year. All three of these neighborhoods make up the Cliveden community.

Cliveden's current audience is comprised of several distinct sub-categories.

- According to the results of a 3-year survey conducted for the American Association for State and Local History, individual and group visitors to Cliveden are primarily Caucasian, female, and over 35 (more than 40% are over 55.) This audience is overwhelmingly interested in Cliveden's architecture and furnishings, with a smaller but significant number interested in preservation issues. These general trends appear to hold true for other Germantown sites which participated in the survey.

- A second group of nearly equal size is comprised of school-age visitors. Curriculum-specific programming targets fourth and fifth grade students in Philadelphia's public schools; the afterschool program in creative writing attracts middle and high-school age students from the city and nearby suburbs who are self-selected to participate.
- Local community organizations such as East and West Mt. Airy Neighbors use Cliveden's Carriage House for evening meetings and special events for their members. A partnership with the Preservation Alliance for Greater Philadelphia has recently attracted hundreds of local residents to a series of workshops on preservation topics and techniques for old-house owners.
- Thousands of visitors participate in annual events such as Mt. Airy Day, our summer Jazz Fest, and the Battle of Germantown reenactments that are now the core of the community-wide Revolutionary Germantown Festival. On-site surveys have shown that these are predominantly local residents, reflecting a range of economic and racial backgrounds similar to that of Philadelphia's Northwest neighborhoods. Many of these visitors have never toured Cliveden or attended other programs at the site.

Through this project we will endeavor to reach these casual visitors and other local residents who may never have stepped foot on the Cliveden grounds, as well as members of the community organizations, neighborhood groups and business associations who use Cliveden for meetings, students of all ages, special interest enthusiasts and our collaborators in the history and museum community. This effort is in keeping with the stated goals of the Cliveden strategic plan to provide access to the continuity of history and preservation in one community over time, helping by example to develop and strengthen the creation of a preservation ethic as part of a list of shared American values, and to develop public programs that support our core institutional values.

Through the installation on the grounds and in the Carriage House, Cliveden will tell the history of the Walnut Lane Bridge, using century-old images of a racially diverse construction crew working together which have never been shown publicly. We will engage current and new visitors to the site in our core missions of heritage education and promoting historic preservation, while emphasizing the ability of cultural landmarks to unify diverse communities. This exhibit and other programs and exhibitions that will be offered at other venues around the community, including walking tours, lectures, art exhibits, summer camp programs and discussion groups, will provide an enriched, and possibly more relevant, understanding of the heritage of the area going beyond the traditional offerings of colonial history.

We will reach our target audience by promoting the centennial of the bridge community-wide. Partner sites will devote a page on their website to the project and link to a new website created for the Bridge centennial. A special mailing of program brochures will detail all of the events at the various partner sites, as well as programs throughout the centennial year 2008. Local newspapers will be asked to use historic images of the Bridge for a 'then and now' series. How do we know we will reach our target audience? Results from the AASLH survey suggested programming that brought visitors up to date with more recent historic events (such as of the 19th and 20th centuries) was of interest. Informal surveys of people attending events held at Cliveden during 2006, including very successful homeowner workshops held in collaboration with the Preservation Alliance (which have reached hundreds of members of the Germantown/Mt. Airy/Roxborough community) demonstrated that attendees wanted more recent history (or as one visitor suggested "things about places and people that reflect my time").

#6 Project Resources: Time and Budget:

June – November 2006.

- *Planning and project design. dommertphillips. Cost: \$10,000 (\$5000 grant, \$5000 intern time.)*
- *Conservation for historic lantern slide collection (Cost: \$2000, requested from Pennsylvania Humanities Council.)*

November 2006 - January 2007.

- *Draft and submit application for Pennsylvania state historic marker. Cliveden staff (Cost: approximately \$1500, cost share.)*
- *Project fundraising by Cliveden staff continues.*

January – July 2007.

- *Cliveden exhibit development and schematic design. dommertphillips, includes review by subject matter specialists Jonathan Farnham, Bruce Laverty and Spencer Crew. (Cost: \$12,570, requested from Pennsylvania Humanities Council.)*
- *Cliveden staff works with project partners to plan specific programs and/or exhibits for implementation in 2008. (Agenda item at regularly scheduled museum consortium and community meetings.)*

AUGUST – OCTOBER 2007:

- *Exhibit construction documentation and graphic design. dommertphillips (Cost: \$11,345, 50% REQUESTED FROM IMLS-MFA)*
- *Project partner exhibit fabrication/ program design. (Costs borne by partners.)*
- *Graphic design for centennial logo, production and distribution of printed materials. (Cost: @ \$8,300. Cost-share, \$2,000 REQUESTED FROM IMLS-MFA)*

OCTOBER 2007 – APRIL 2008:

- *Cliveden exhibit fabrication/ construction/installation. dommertphillips (Cost: \$8,300 REQUESTED FROM IMLS-MFA)*
- *Ongoing publicity.*
- *Exhibit openings: April 2008.*

APRIL – AUGUST 2008:

- *Exhibit and program activity evaluation. Haverford College intern (Cost: \$4,000 cost-share)*

#7 Project Resources: Personnel and Technology:

- *David W. Young, historian, executive director of Cliveden. He will serve as project director and curator of the Cliveden exhibition. A resident of Germantown, he has worked as education director at the Atwater Kent Museum and executive director of the Salem County Historical Society in New Jersey. Prior to coming to Cliveden, he was executive director of the Johnson House Historic Site in Germantown. He successfully coordinated several collaborative projects involving the History Channel, the Opera Company of Philadelphia, the museums of Historic Germantown Preserved and the Greater Philadelphia Tourism and Marketing Corporation. He is a historian of the Blue Bell Hill section of Philadelphia—the area of Germantown where the Walnut Lane Bridge was built. He will draft text and coordinate the scholarly advisors, as well as present a program on the people who built the bridge, including those who were killed.*
- *Phillip Seitz, Curator of History, Cliveden of the National Trust. Mr. Seitz has responsibility for the site's collections, buildings, and grounds. He holds an MA, American Studies, from*

George Washington University and has more than fifteen years' experience in collections management, museum environmental control systems, media and exhibit development, and fundraising. Mr. Seitz initiated NTHP maintenance and preservation policies at the site and has overseen a roofing project at Cliveden, funded by the NTHP and the Pennsylvania Historical and Museum Commission.

- Lucienne Beard, education director, Cliveden of the National Trust. (Position begins Jan. 2007.) Ms. Beard holds an MA in American History from Rutgers University and has more than a decade of experience in leadership positions with the Alice Paul Institute in Mt. Laurel, NJ. She designed and piloted the Alice Paul Leadership Program for adolescent girls and developed education and interpretive programs for the site. For this project, she will develop educational programming about the Walnut Lane Bridge to supplement Cliveden's existing school programs, and work with other Germantown sites to create summer camp activities related to the Bridge Centennial.
- Alice Dommert, principal of the exhibit architecture design firm, dommertphillips in Philadelphia. She is responsible for the design, fabrication, and installation of the Cliveden exhibition that will serve as the primary program space for the project. She has designed exhibits with public engagement programming at a variety of museums and institutions, including the National Constitution Center and the Fairmount Park Commission.

BUDGET FORM: Section B, Summary Budget






	\$ IMLS	\$ Cost Share	\$ TOTAL COSTS
1. Salaries and Wages	\$8,000.00	\$12,000.00	\$20,000.00
2. Fringe Benefits			
3. Consultant Fees			
4. Travel			
5. Supplies and Materials	\$2,000.00	\$1,500.00	\$3,500.00
6. Services	\$13,972.00	\$10,473.00	\$24,445.00
7. Student Support			
8. Other Costs			
TOTAL DIRECT COSTS (1-8)	\$23,972.00	\$23,973.00	\$47,945.00
9. Indirect Costs			
TOTAL COSTS (Direct and Indirect)	\$23,972.00	\$23,973.00	\$47,945.00





Project Funding for the Entire Grant Period

1. Grant Funds Requested from IMLS	\$23,972.00
2. Cost Sharing:	
a. Applicant's Contribution	\$19,973.00
b. Kind Contribution	\$4,000.00
c. Other Federal Agencies*	
d. TOTAL COST SHARING	\$23,973.00
3. TOTAL PROJECT FUNDING (1+2d)	\$47,945.00
Percentage of total project costs requested from IMLS	50 %

*If funding has been requested from another federal agency, indicate the agency's name:

III. SCHEDULE OF COMPLETION.

Cliveden Exhibition PRE-GRANT PERIOD June 2006 – July 2007																
Planning Activities	J	J	A	S	O	N	D	J	F	M	A	M	J	J		
Project Phase 1 – Planning/Project Definition <i>Cost: \$10,000</i> <i>Funding: Heritage Philadelphia Project Grant, \$5,000; Haverford College intern @ \$5,000</i>																
Project Phase 2A – Project Fundraising																
Phase 2B – Historic Marker Application																
Phase 3A – Exhibit Development / Schematic Design <i>Cost: \$12,570</i> <i>Funding: requested from PA Humanities Council</i>																
Phase 3B – Program Partner Planning and Development																

GRANT PERIOD August 2007 – August 2008													
Implementation Activities	A	S	O	N	D	J	F	M	A	M	J	J	A
Phase 4 – Exhibit Construction Documentation / Graphic Design Cost: \$ 11,345 Funding: \$5,672 REQUESTED FROM IMLS – MFA													
Finalize graphic design for all typical components	X												
Prepare design details for exhibit panels, freestanding panel	X												
Produce / review graphic design layouts for each unique graphic		X	X										
Produce necessary fabrication drawings and specifications		X	X										
Prepare site plan	X												
Prepare color testing / graphic design files for fabrication			X										
Phase 5A – Exhibit Fabrication / Construction / Installation Cost: \$8,300 Funding: \$8,300 REQUESTED FROM IMLS – MFA													
Review graphic proofs for each panel from fabricator				X									
Exhibit components and graphic panels fabrication					X	X	X						
On site assembly / installation review								X					
Exhibit opening									●				
Phase 5B – Project Partner Exhibition Fabrication / Program Pilots Cost: TBD, @ \$15,000 Funding: cost-share													
Phase 6 – Promotion and Marketing Cost: \$8,300 Funding: \$2,000 REQUESTED FROM IMLS-MFA													
Graphic and centennial logo design		X											
Banner production and installation							X	X	X				
Website design/maintenance		X	X	X	X	X	X	X	X	X	X	X	X
Phase 7 – Evaluation Cost \$4,000 Funding: Cost-share Hurford Humanities Center, Haverford College										